

# **Iowa Law Enforcement Academy**

## **Strategic Plan**

2012 through 2015



February 2012

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## **Vision**

The Iowa Law Enforcement Academy provides the best basic, specialized, and leadership training to Iowa peace officers, jailers, and telecommunicators.

## **Mission**

The Iowa Law Enforcement Academy's mission is "Professionalism Through Training."

## **Guiding Principles**

The Academy's guiding principles include:

1. Service;
2. Teamwork;
3. Excellence;
4. Ethics; and
5. Professionalism.

## **Core Functions**

The Academy's core functions include:

1. Providing basic training to peace officers, jailers, and telecommunicators;
2. Providing specialty and instructor training to peace officers, jailers, and telecommunicators;
3. Providing leadership training to peace officer, jailer, and telecommunicator administrators and command staff; and
4. Providing administrative functions, to include employment testing, oversight, inspection, review, and compliance.



# Internal Assessment

(within the Academy)

## Strengths:

- Approximately 6,000 peace officers in Iowa are currently certified, as well as about 1,500 reserve officers. Jailers and telecommunicators in the state also are mandated by the Iowa Administrative Code, Section 501, to be trained at various levels. The Iowa Law Enforcement Academy trains approximately 160 officers for their basic certification, and oversees two intermediate and three regional academies, who in sum trains approximately 92 officers per year. Ten officers are certified peace officers through examination in FY 2011 and 73 reserve officers underwent training. A total of 843 jailers and 300 telecommunicators obtain basic and specialty training in FY 2011. Additionally, 1,106 peace officers completed specialty, instructor, or recertification training in FY 2011. That same year, 161 command staff members received leadership instruction. The Academy has a demonstrated history of providing training sought out and utilized heavily across the law enforcement field in Iowa.
- The Academy remains committed to bring cutting edge programming to law enforcement across Iowa, as evidenced by partnering with the Federal Law Enforcement Training Center, the International Association of Chiefs of Police, the Secret Service, the Midwest Counterdrug Training Center, Northwestern University's Center for Public Safety, and many others. The Academy is looking forward to growing its presence within the law enforcement community as the "go-to" resource by also serving as a bulletin board for training around the state.
- The Academy is embracing technology to better serve agencies and students by utilizing a new, on-line catalog system for registrations and course selection. The Academy is also developing interest in an online, web-based platform for learning modules, to better accommodate agencies and students across the state. Currently, the Academy serves the reserve peace officer community by providing online training.

## Weaknesses:

- The Academy is in need of an updated, state-of-the art facility to create an outstanding training environment for law enforcement, jailers, and telecommunicators. The



Academy's long-range goal of a new facility would improve the transferability of skills in the learning environment.

- The agencies served by the Academy deserve an expanded cadre of highly trained, multi-dimensional instructional staff for basic, specialty, and leadership training across peace officers, jailers, and telecommunicator training.

## **External Assessment**

(outside the agency)

### Opportunities:

- The Academy enjoys the support of the municipal, county, and state agencies of which it serves. Instruction is provided by adjunct instructors from a variety of agencies statewide. For example, in just one basic academy, 45 adjunct instructors provide classroom training while 75 adjunct instructors assist in practical applications. There are different ways in which to utilize the experience and talent in the field without an overreliance on adjunct instructors.
- The Academy collaborates with outside federal, state, and local agencies and participants in numerous teams, task forces, working groups, and conferences. Not only is the law enforcement community served by the results of these groups, but other Iowans from other disciplines and the public benefit from the cross-training, collaboration, and networking from events.

### Challenges:

- The Academy, particularly at the basic academy level, may not be entirely responsible for number of students who attend the training opportunities. For example, local and state budgets have been impacted by the economy in recent years, and the Academy has seen a reduction in new hires (who need to become certified officers in the basic training) in the past few years. This trend is expected to continue in the near future.
- Based upon reviewing of past practices, the Academy has focused upon basic training and specialty training opportunities for peace officers, jailers and telecommunicators. The Academy developed a leadership training program in 2010, and is continuing to grow the program statewide. Past emphasis has been placed upon on serving line and



first line supervisory staff. Current Academy leadership is not only focused on basic and specialty training, but also has prioritized leadership training for command staff.

## Goals, Measures, and Strategies

Goal 1: Improve basic training to peace officers, jailers, and telecommunicators.

Measures of Goal 1:

Measure: Quality: Percent of Academy instructors who obtain training and/or national certification in two or more instructional areas by 2013.

Measure: Consistent programming: Percent reduction in the number of adjunct instructor hours utilized in basic academy instruction. TARGET: 20% fewer adjunct instructor hours by 2013 and 50% fewer hours by 2015.

Strategies for Goal 1:

Strategy: All academy instructors will obtain training and/or national certification in two or more instructional areas by 2013. Funding will be prioritized to provide for or update training and/or certification for instructional staff.

Strategy: The Academy will restructure personnel responsibilities to better utilize instructional staff, in order to accommodate reduced trending of tuitions in the basic academy classes and reduce the need for adjunct instructors.

Goal 2: Improve specialty training to peace officers, jailers, and telecommunicators.

Measures of Goal 2:

Measure: Quantity: Percent increase in the number of specialty training events. TARGET: 10% by 2013.

Measure: Relevance: Percent increase in the number of additional specialty events. TARGET: 10% per year.

Strategies for Goal 2:

Strategy: The Academy will use online registration system data to forecast optimal times and topics for classes.



Strategy: Instructors trained in multiple subject areas will collaborate to provide new opportunities.

Goal 3: Improve leadership training to peace officers, jailers, and telecommunicators.

Measures of Goal 3:

Measure: Quantity: Percent increase in attendance of command staff at training events.  
TARGET: 20% annually.

Strategies for Goal 3:

Strategy: Develop additional in-house expertise in leadership programming.

Strategy: Obtain and review data on the current leadership program.

Strategy: Develop leadership training to be inclusive of command staff for jail and telecommunicators.

Strategy: Increase market saturation of the leadership program.

Strategy: Collaborate with partner organizations to identify the needs of jail and telecommunicators' command staff.

Goal 4: Increase utilization of the administrative functions of the Academy, to include employment testing, oversight, inspection, review, and compliance.

Measures of Goal 4:

Measure: Undergo curriculum review and accreditation processes. TARGET: BEGIN 2012.

Measure: Implement compliance and inspection site visits for intermediate and regional academies. TARGET: BEGIN 2013.

Measure: Increase psychological testing services and consultations. TARGET: 15% ANNUALLY.



#### Strategies for Goal 4:

Strategy: Review the curriculum and training for the Academy and the other basic training programs overseen by the Academy.

Strategy: Begin annual compliance and inspection site visits of the intermediate and regional training academy.

Strategy: Improve the utilization of staff psychologist by increasing the number of consults, interpretations and scoring of a variety of tests.

Strategy: Begin CALEA Law Enforcement Training Academy accreditation in 2012.

Strategy: Provide training and reassign instructional staff to accommodate the increased oversight and inspection of the intermediate and regional academies, as set forth in the Administrative Code.

Strategy: Increase awareness via electronic and other means of services provided by Academy psychologist.

